



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
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INDIANAPOLIS, INDIANA 46249-5301



REPLY TO
ATTENTION OF

AHRC-ATZM

28 September 2004

MEMORANDUM FOR Commandant, U.S. Army Quartermaster Center, Fort Lee, VA
23801

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 8 September 2004, subject: Memorandum of Instruction for the FY05 Master Sergeant Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within these CMF.

3. Competence assessment of Promotion Zone.

a. Performance and potential. Significant emphasis was committed to ensure the overall NCO performance was evaluated, however; the panel was challenged assessing excellent files because of inflated ratings, and conflicting rater/senior rater bullets. Several NCOERs had excellence ratings, which were not justified with persuasive irrefutable bullets. Additionally, the panel reviewed reports that the rater indicated the NCO as "Fully Capable" although the senior rater identified the NCO as "1/1" and submitted dissimilar comments such as "promote with peers". Reviewers should ensure that comments are in concurrence; if not, they should non-concur and submit a memorandum for record with the NCOER. A number of duty descriptions were either incorrectly addressed, improperly annotated, or they improperly titled the NCO position. As a result, the panel challenged these reports.

b. CMF 92 overall job performance is extremely positive in the accomplishment of detailed duty descriptions and responsibilities. Noteworthy for CMF 92 is numerous NCOs did not seek out key leadership positions e.g. platoon sergeant, detachment sergeant, or multiple key staff positions that foster advancement of their technical, tactical or operational logistic experience. When assigned to a leadership position the majority of NCOs excelled.

c. Utilization and assignments. This panel reviewed two significant areas concerning utilization and assignments; amount of time spent in tactical/operational leadership or key staff positions, and assigned duties outside of their prescribed PMOS. Several reports confirmed that an inordinate amount of E7s are serving disproportionate time in TDA positions as instructor/writer, garrison staff, and senior school staff or in DA /Joint staff positions. The obvious exceptions were those E7s assigned to a 1SG or Detachment Sergeant position. Reports also identified a number of NCOs that were

assigned to perform administrative duties that sustain the command, however; do not support the requirement for an E7 per MTOE or TDA. Examples of this unfortunate occurrence are: Gymnasium Supervisor, Unit Family AER/ACS Representative, Parade Field supervisor, tasking NCO, Unaccompanied Housing Branch NCOIC, Range and Land NCOIC, Abandon Vehicle Disposal NCOIC, and Junior Leader Development NCOIC to mention a few. Although not an infinite list these reports diluted the soldiers overall record irrespective of the intensity of the individual report. NCOs should be assigned duties IAW TOE, TDA, utilizing duty titles commensurate with these documents and the established standards of grade in the CMF.

d. Training and education. NCOs who excelled in NCOES received recognition for their academic achievement. NCOs who attended career enhancing and ASI producing schools also received positive recognition. This panel acknowledged that most NCOs either had college credit, or have achieved a college degree. Civilian education did not prevail over MOS related training.

e. Physical Fitness. The majority of CMF 92 field is physically fit; however, it is nevertheless difficult to determine the exact state of physical fitness since most NCOERs did not address the APFT score or soldiers weight that placed them over the established screening weight. A general observation is a high percentage of NCO files reviewed exceeded their screening table weight by an average of twenty to fifty pounds. However, the rater/senior rater determined that the body fat standard test and APFT was properly administered and accordingly documented.

f. Overall career management. NCOs who seem to circumvent tactical and operationally oriented troop assignments are able to, however; the proponent CSM should review previous board AARs and advise subordinate NCOs accordingly prior to senior-level boards. Several files indicated a lack of troop leading or technically enhancing positions that would normally posture an NCO for promotion. This assignment approach, career field manager requirements, or lack of leadership by the NCO is the direct cause for not being competitive. Additional effort is required by the proponent CSM and HRC to balance assignments between MTOE and TDA assignments. Indicative of the current assignment process is a newly promoted E7 directly assigned to a TDA position without the requisite leadership or technical experience for that assignment (senior Drill Sergeant, Instructor/Writer, Recruiter). Several NCOs had less than 12 months leadership time and were serving in risk assignments at the time of this board.

4. CMF structure and career progression assessment. There are adequate opportunities to successfully serve in CMF 92. Clarification of career timeline assessment is required commensurate to Army transformation. Future guidance will require how to access those CMF 92 senior rated by the Unit of Action Commander verse DISCOM commander, and the senior NCOs who will work at the UE x headquarters while the balance of our CSS infrastructure continues to transform.

a. MOS compatibility within CMF. Multiple categories exist within CMF 92. On occasion, any CMF 92 may serve as either a PSG or 1SG within a functional or multi-functional CSS organization. However, as our DISCOM's and COSCOM's continue to transform the CMF should anticipate additional multifunctional requirements and military education to ensure overall NCO success.

b. Assignment and promotion opportunity. There are sufficient assignment opportunities within both CMI's; however, promotion opportunities for the secondary zone are too narrow. If the CMF expectation is a well-rounded NCO the CMF should then consider branch-qualifying positions thereby identifying an individual as capable of being promoted BZ.

c. Suitability of standards of grade and structure. Standards of grade and structure provide terrific upward mobility in the senior grades of both CMF. Both CMF possess key leadership and staff positions at every echelon.

d. Overall health of CMF. The health of the CMF is excellent. The panel review indicated a career field of highly competitive motivated NCOs who clearly demonstrated their potential to serve at MSG and SGM level.

5. Recommendations.

CMF proponent should consult future boards on the effect of the Army transformation plan. For example, Forward Support Battalion senior NCOs service was rated and senior rated within the DISCOM chain of command; the Unit of Action commander is now the senior rater for these NCOs. Other examples include the realignment of NCOs who work at the Materiel Management Center who will be reassigned to support operations of the BSB and G-4 within the UEx. A dialogue will be appropriate between the CMF, the NCO, and potential panel candidates.

a. CMF 92 should define the expectations of an enlisted aide (92G) career. Promotion boards should not clarify the ambiguity of a career pattern for this volunteer and special assignment.

b. NCO's who are selected to serve with SMU organizations should not compete with conventional Army senior NCO boards. The difficulty of relating areas of responsibility, levels of technical responsibility, leadership challenges, required military education, and overall degree of sensitivity to National Security cannot be achieved by board members without requisite experience. Recommendation is to authorize only MSG positions within the required CS/CSS SMU organizations.

c. Rater and Senior Rater responsibilities. Rater and Senior Raters are to ensure that an excellence bullet is irrefutable. Numerous reports reviewed had overstated ratings for excellence; senior raters and Command Sergeant Majors must ensure

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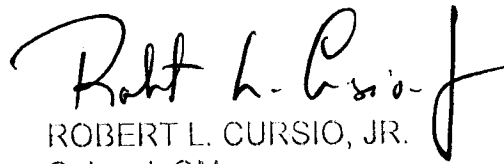
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professionally documented, corroborated, and accurate reports are filed. For example, if the NCO received a letter of reprimand or UCMJ action during this rated period, an NCO emphatically should not receive comments that propose that they should be promoted, among the best, or assigned to duties of greater responsibility.

d. Recommended improvements. Other deficiencies were consistent with the reports of previous selection boards: inaccurate records, records not reviewed and updated, missing or outdated DA photos, and lack of qualification certification.

6. CMF Proponent Packets.

The quality of the CMF 92 Proponent Packet was sufficient to update panel members' working knowledge of the respective CMF. However, standard packet requesting specific indicators of an NCOs' success and unit transformation challenges from the CMF to reduce individual prejudices. The CMF should specify the frequency and type of most career enhancing assignment.

A handwritten signature in black ink, reading "Robert L. Corsio, Jr." in a cursive script.

ROBERT L. CURSIO, JR.

Colonel, QM

Panel Chief